

# MAYOR'S INTRODUCTION

**Your City Council strives to be a decisive, responsive government. This performance report is one of the key ways we accomplish this goal.**

Each year, with the help of a dedicated staff, we develop a work plan to successfully keep our City moving forward by establishing defined targets, setting concrete goals and reporting back to you, our community, so that you can assess how we are doing.

This Performance Measures Report helps us recognize, and share, our successes and areas in need of improvement. We design the report around the Council's ten goals:

**Balanced Transportation**

**Dependable Infrastructure**

**Attracting Economic Development**

**Coordinated Human Services**

**Housing for Diverse Income & Needs**

**Neighborhood Participation**

**Public Safety**

**Parks, Recreation and Open Space**

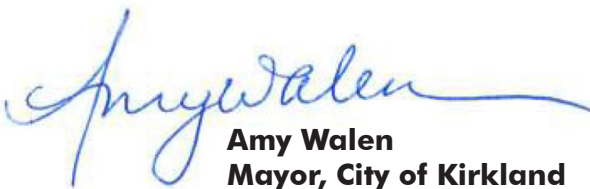
**Financial Stability**

**Environmental Protection**

The City Council and staff use this report as one of several tools to inform budgets, prioritize projects and establish strategies. These performance measures are City-wide, which means they encompass all departments and services from Parks and Recreation to Public Safety. These goals play an important role in achieving our commitment to transparent, responsive, decisive action united with fiscal responsibility in work plans and budgets.

This issue of the Performance Report shares the challenges and successes in 2017 that are the building blocks of a foundation for growth and community connection. In 2017, we saw a strong City that continues to prosper and implement strategies for maintaining the quality of life we all enjoy, while mitigating pressures from regional growth. The Kirkland Urban and Totem Lake projects are excellent examples of how strategic development helps us to accommodate growth while bringing exciting new services, new jobs and new housing opportunities to our community.

As I shared in my State of the City address, Kirkland continues to flourish. Our vision of new "urban villages" in Downtown and Totem Lake where housing, jobs and retail spaces occur in mixed-use communities served by transit is becoming a reality. Focusing growth into these new urban villages also allows us to preserve our single family neighborhoods. But the pace of this growth presents challenges like traffic and housing affordability. We strive to meet these challenges head on with innovative solutions, while maintaining a sustainable financial plan. We are committed to keeping our community engaged and connected through our changing times. This report provides insight into how we maintain Kirkland as a vibrant, livable city. Now we hope you will review our work and provide us with your comments and suggestions. Working together, we will keep Kirkland one of the best places in America to live, work and play.

  
**Amy Walen**  
**Mayor, City of Kirkland**



# CITY COUNCIL VISION AND GOALS

## VISION STATEMENT

Kirkland is an attractive, vibrant and inviting place to live, work and visit. Our lakefront community is a destination for residents, employees and visitors. Kirkland is a community with a small-town feel, retaining its sense of history, while adjusting gracefully to changes in the twenty-first century.

## CITY COUNCIL GOALS

The purpose of the City Council Goals is to articulate key policy and service priorities for Kirkland. Council goals guide the allocation of resources through the budget and capital improvement program to assure that organizational work plans and projects are developed that incrementally move the community towards the stated goals. Council goals are long term in nature. The City's ability to make progress toward their achievement is based on the availability of resources at any given time. Implicit in the allocation of resources is the need to balance levels of taxation and community impacts with service demands and the achievement of goals.

### PUBLIC SAFETY

Ensure that all those who live, work and play in Kirkland are safe.

**Council Goal:** Provide for public safety through a community-based approach that focuses on prevention of problems and a timely response.

### DEPENDABLE INFRASTRUCTURE

Kirkland has a well-maintained and sustainable infrastructure that meets the functional needs of the community.

**Council Goal:** Maintain levels of service commensurate with growing community requirements at optimum life-cycle costs.

### BALANCED TRANSPORTATION

Kirkland values an integrated multi-modal system of transportation choices.

**Council Goal:** Reduce reliance on single occupancy vehicles and improve connectivity and multi-modal mobility in Kirkland in ways that maintain and enhance travel times, safety, health and transportation choices.

### ECONOMIC DEVELOPMENT

Kirkland has a diverse, business-friendly economy that supports the community's needs.

**Council Goal:** Attract, retain and grow a diverse and stable economic base that supports City revenues, needed goods and services and jobs for residents.

### PARKS AND RECREATION

Kirkland values an exceptional park, natural areas and recreation system that provides a wide variety of opportunities aimed at promoting the community's health and enjoyment.

**Council Goal:** Provide and maintain natural areas and recreational facilities and opportunities that enhance the health and well being of the community.

### ENVIRONMENT

We are committed to the protection of the natural environment through an integrated natural resource management system.

**Council Goal:** Protect and enhance our natural environment for current residents and future generations.

### FINANCIAL STABILITY

Residents of Kirkland enjoy high quality services that meet the community's priorities.

**Council Goal:** Provide a sustainable level of core services that are funded from predictable revenue.

### HUMAN SERVICES

Kirkland is a diverse and inclusive community that respects and welcomes everyone and is concerned for the welfare of all.

**Council Goal:** Support a regional coordinated system of human services designed to meet the basic needs of our community and remove barriers to opportunity.

### NEIGHBORHOODS

The residents of Kirkland experience a high quality of life in their neighborhoods.

**Council Goal:** Achieve active neighborhood participation and a high degree of satisfaction with neighborhood character, services and infrastructure.

### HOUSING

The City's housing stock meets the needs of a diverse community by providing a wide range of types, styles, size and affordability

**Council Goal:** Ensure the construction and preservation of housing stock that meets a diverse range of incomes and needs.

## OPERATIONAL VALUES

In addition to the Council Goal statements, there are operational values that guide how the City organization works toward goal achievement:

- **Regional Partnerships** - Kirkland encourages and participates in regional approaches to service delivery to the extent that a regional model produces efficiencies and cost savings, improves customer service and furthers Kirkland's interests beyond our boundaries.
- **Efficiency** - Kirkland is committed to providing public services in the most efficient manner possible and maximizing the public's return on their investment. We believe that a culture of continuous improvement is fundamental to our responsibility as good stewards of public funds.
- **Accountability** - The City of Kirkland is accountable to the community for the achievement of goals. To that end, meaningful performance measures will be developed for each goal area to track our progress toward the stated goals. Performance measures will be both quantitative and qualitative with a focus on outcomes. The City will continue to conduct a statistically valid community survey every two years to gather qualitative data about the resident's level of satisfaction. An annual Performance Measure Report will be prepared for the public to report on our progress.
- **Community** - The City of Kirkland is one community composed of multiple neighborhoods. Achievement of Council goals will be respectful of neighborhood identity while supporting the needs and values of the community as a whole.

The City Council Goals are dynamic. They should be reviewed on an annual basis and updated or amended as needed to reflect resident input as well as changes in the external environment and community demographics.